

February 1950

2¢ Monthly

BUSINESS

The Journal of Management in Industry





**Each Kardex Record
is individually designed to meet
your particular needs**

KARDEX is the simplest, speediest, easiest way of keeping records and maintaining effective control. Visible titling gives you faster reference, the pocket system enables you to group related records, and the brightly-coloured signals automatically spotlight matters requiring attention. Each Kardex scheme is individually designed by specialists who have at their command Remington Rand's long experience of the record problems of almost every trade and profession.

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a new conception of dictating machines!



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THE DICTAPHONE TIME-MASTER, with its plastic MEMOBELT, is an entirely new kind of dictating machine.

So easy to use! Just think out loud — the TIME-MASTER does the rest — lets you take full advantage of those moments between phone calls, interviews and conferences. You *instantly* record your thoughts without calling for secretary and notebook.

Records on Plastic Memobelt! The tiny plastic MEMOBELT marks a new advance in recording. It records clearly and uniformly — carrying on the Dictaphone principle of cylindrical recording. This makes possible constant speed, constant quality recording and uniform backspacing.

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1. Streamlined machine, only 4½ ins. high, slightly larger than a letter-head.
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5. Mailable, filable, expendable MEMOBELTS, low-cost plastic medium.
6. Nation-wide service, Dictaphone dependability.

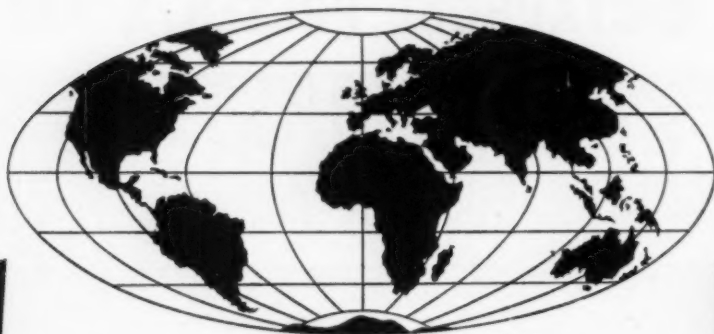
Write for TIME-MASTER literature to Dictaphone Co. Ltd.
(Dept. Q), 107 Kingsway, London, W.C.2.

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BUSINESS FOR FEBRUARY, 1950



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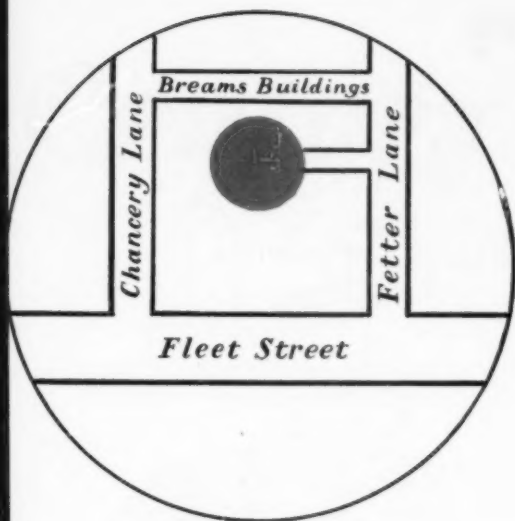
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Where the pound now buys more

Just a year ago, the average number of people buying the Daily Mirror every day was 3,700,000. To reach this number of prospective buyers, advertisers spent £14.16.4 on every column inch of space.

Now, the number of people buying the Daily Mirror each day has gone up to over 4½ million. With the largest daily sale in the world, advertisers still only pay £14.16.4 per column inch.

In other words, in twelve months the value of the pound invested on space in the Daily Mirror has increased by 21.6%.

To advertise to 1,000 people costs only .79 of a penny per column inch.

Daily Mirror

THE GREATEST INFLUENCE IN DAILY JOURNALISM
FEBRUARY, 1950

TIGHTENING UP?



Management too,

needs modern tools

The raw materials of Management are facts and figures. Yet more often than not the facts and figures essential to a decision or a considered judgment are scattered about in duplicate books, order files, letter files, travellers' reports, card index boxes and so on.

For crisp decisions and freedom from errors, oversights and misunderstandings, managers should have access to all the facts of their own and related departments in a form in which the broad effect can be taken in at a glance, irregularities stand out, and related details can be turned up at the flip of a finger. **They want a modern tool for dealing with facts.**

That's what an All-British Seldex System boils down to. Many notably efficient firms in this country have had All-British Seldex Systems worked out for them—not large firms only, for efficiency pays dividends in small firms as well. Make use of the coupon for more detailed information.

SELDEX

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VISIBLE RECORDING SYSTEMS

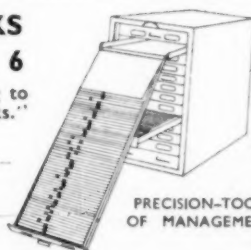
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Please send me details of Seldex Systems particularly relating to
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We use *Century* CONTINUOUS STATIONERY

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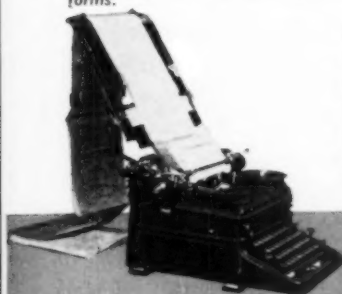


Wholesale distribution is my job. I use Century Continuous Stationery because I insist that every order and every invoice that leaves my firm must be 100% correct. We use forms of every colour, shape and size, and in my experience no other system deals so efficiently—or so economically—with complex multiple forms.



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CENTURY CONTINUOUS STATIONERY means increased efficiency in any type of business, no matter what its scale or nature. It is completely flexible in its applications, in the number of copies dealt with, in printing, punching and perforating, and in the quality of paper used. By means of inexpensive and simple attachments it can be fitted simply on any standard typewriter—which is then still available for other typing jobs.



Post this coupon for full particulars of this remarkable advance in business stationery.

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Please send me full details of Century Continuous Stationery.

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Tearing its way through virgin forests a bulldozer clears the way for another road. Every timber-felling camp established in Bowaters forests in the Province of Newfoundland needs its own highway. To service new camps Bowaters engineers construct over sixty miles of road every year. Through dense forests, across rivers and swamps, roads are driven that must stand up to the wear and tear of traffic and extreme changes in climatic conditions. For roads are the only means

of getting regular supplies of food, equipment and mail to the camps during the lonely months of preparing timber for its journey to the Corner Brook Mills. That all the formidable obstacles have been overcome in constructing roads through a country well-known for its lack of communications reflects the pioneer spirit of Bowaters. It is such enterprise and resource that has enabled the Bowater Organisation to meet demands for paper and its products in every part of the world.

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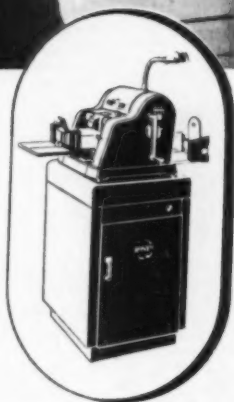
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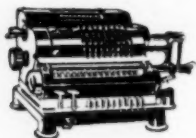


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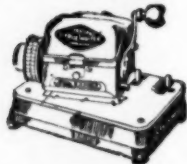
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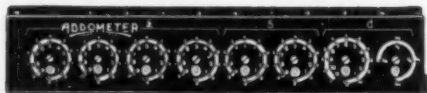


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Rapid Automatic Addition and Subtraction. Rests flat on the back. For Decimal or Ordinary Figures and Feet and Inches etc. **FOR POCKET OR DESK.** So simple anyone can use it. In Plush-lined ducoid case. Size, 11 $\frac{1}{2}$ " x 2 $\frac{1}{2}$ " x $\frac{1}{2}$ ".

When ordering state for what purpose required.

* All models price 6 guineas.

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SIMPLER WAGES ROUTINE

saves clerical time

Thousands of firms now avoid pay day rush

The last-minute rush that used to characterise pay day in many offices has been deprived of its terrors. Firms using the 'Copy-Writer' method of preparing wages find that it shows a saving of time of as much as 50%. This factor is particularly valuable for those firms wanting to make up wages as soon as possible after the end of the pay week. The 'Copy-Writer' method not only helps the wages staff to 'beat the clock', but gives a greater measure of accuracy to the work.

Three-in-one method cuts out unnecessary work

Under the Kalamazoo 'Copy-Writer' method, three separate records are written up at one operation—the Pay Roll, Individual Earnings Records, and Pay Advices. When the totals on the Pay



Roll have been checked the Pay Advices are known to be correct and are immediately ready for the pay packets.

Unaffected by power cuts

The 'Copy-Writer' wages method gives the user many of the advantages of a mechanised system by enabling all related records to be prepared simultaneously. On the other hand, being a manual method, it cannot result in a bottleneck in the wages routine; nor is it affected in any way by failure of the electric supply.

Opportunity knocks as new Tax Year approaches

In considering any change in wages routine an important point to consider is whether the necessary equipment and stationery can be obtained

No installation headaches

To enable every user to get the greatest possible benefit from the 'Copy-Writer' method, experienced Kalamazoo operators will in all cases instruct the wages staff in the operation of the system. No charge is made for this service, which ensures a smooth change-over and complete understanding of the system by those concerned.

in good time before the start of the Income Tax year in April. In spite of the popularity of the 'Copy-Writer' method, orders placed now for new installations will be executed in ample time for the change-over.

Workers appreciate having this information

Many of the eight thousand users of the 'Copy-Writer' wages method have voluntarily testified to the



benefits it has brought them. Here are three excerpts from typical letters of appreciation:

"In the first year it has more than paid for itself in the great saving of time, and in the accuracy and simplicity it provides."

"It enables one person to combine the work of three, with consequent saving of time . . ."

"Our employees appreciate having the additional information now made available on their pay dockets . . . under your system the provision of this information does not involve any extra labour at all."

* * *

LOOK AHEAD!—Post this coupon today and let Kalamazoo help you to banish those wages problems.

"CUT HERE"

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Please give me full information about the 'Copy-Writer' wages method, without any obligation on my part.

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OOC

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"ARCLIGHT" FURNITURE OF FINE QUALITY

The new "Arclight" range of office furniture is constructed mainly from selected oak. Distinctive in appearance and incorporating many refinements, each model is an example of British craftsmanship at its best. The Single Pedestal Typists' desk illustrated is available in two sizes—4' x 2'3" - 2'6" high, and 3'6" x 1'9" x 2'6" high. Fitted with three shallow drawers, size 10½" x 15½" x 4½", or with one shallow and one deep drawer, size 10½" x 15½" x 10½" high.

The range of "Arclight" Furniture also includes a Knee-hole Desk, a Double Pedestal Desk and Office Tables in various useful sizes.

Models, although made in various sizes, conform in their smooth, clean lines, thus permitting standardisation.

If you have a furnishing scheme in view, please ask for details of the Mason Planned Furnishing Service.

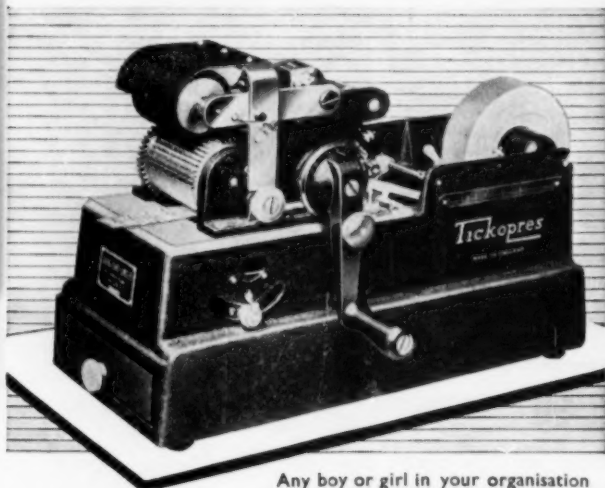


For full details and prices please write or telephone to: THE BUSINESS EQUIPMENT DIVISION (B) of:

E. N. MASON & SONS LIMITED, Arclight Works, Colchester

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Any boy or girl in your organisation using the TICKOPRES printing machine can overprint all the details on to any quantity of your tickets and labels, including strung and pin tickets. Every turn of the handle produces a completed ticket. Automatic numberin^g units can be fitted to cover most production problems.

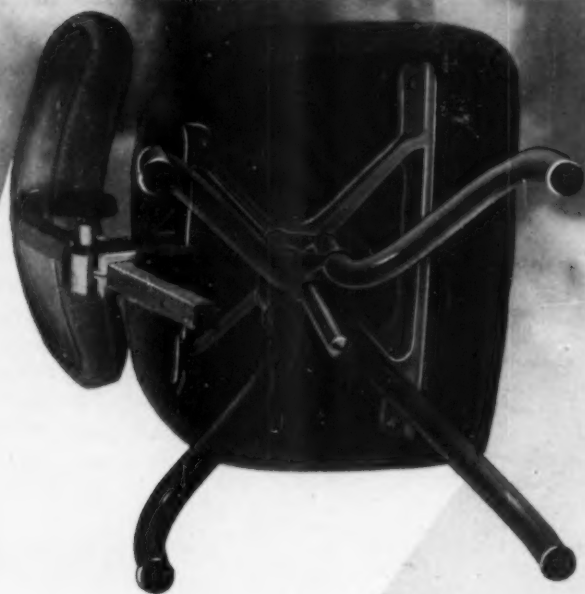
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Slip a dozen of your tickets and labels into an envelope with details you would like overprinted. One of our girls will overprint them for you. **YOU WILL BE AMAZED AT THE RESULTS!**

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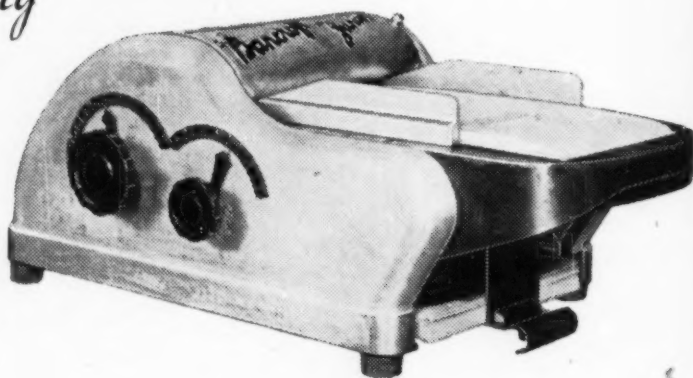
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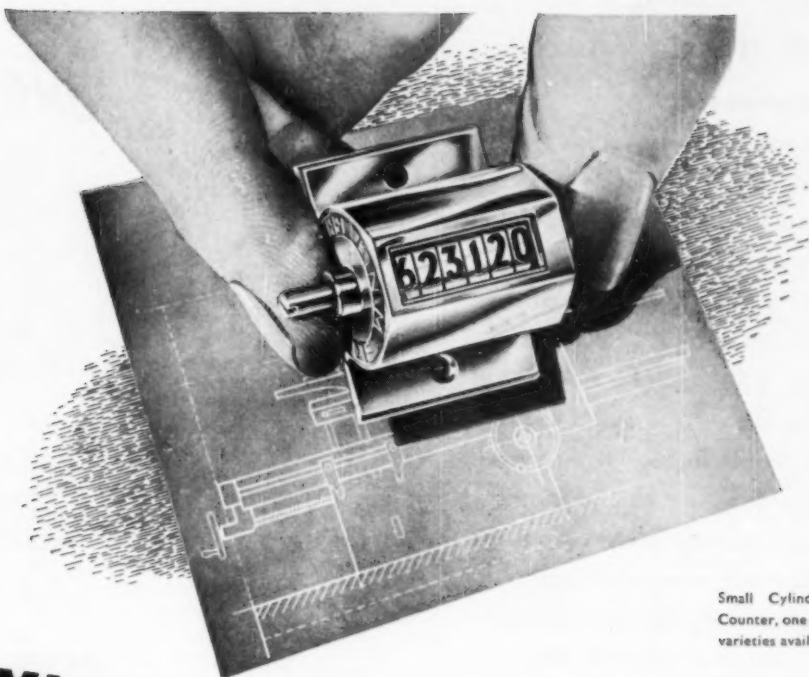
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Counters simplify innumerable processes.
Counters reduce Waste and Discards.

Cut costs with better counting



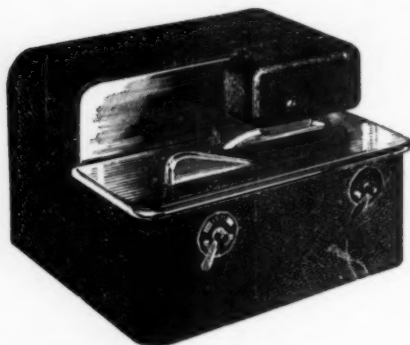
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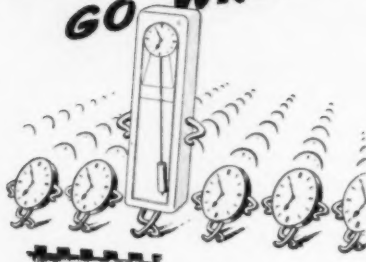
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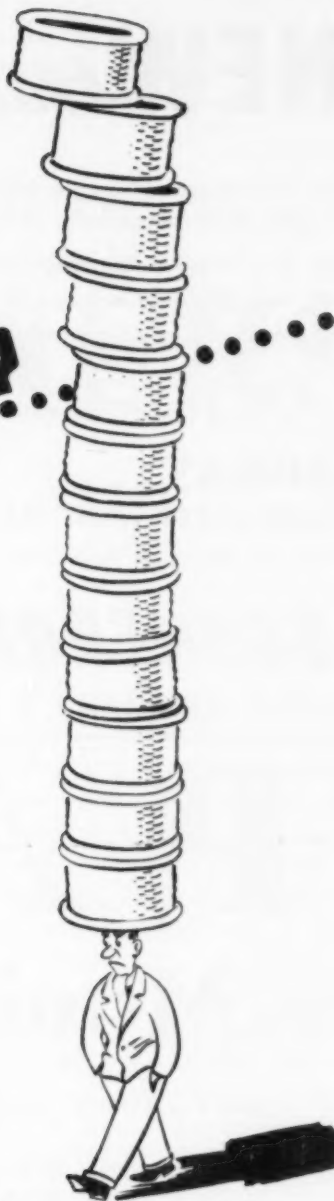
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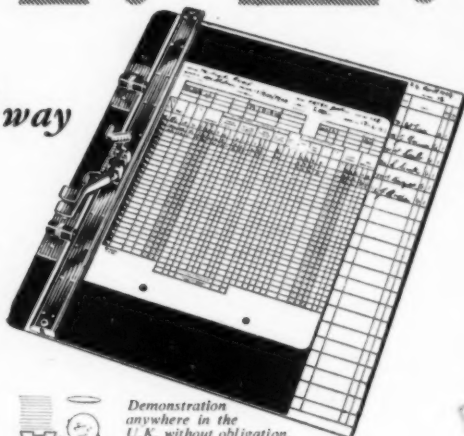
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P. A. Y. E.

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Save hours of office time and cut out the possibility of errors in transcription—by doing your salary and wage accounting with a MANICOPY. Earnings Record Card with Income Tax deductions, Payroll and Employees Pay Slips are prepared *simultaneously*: the writing of wage details on packets is entirely eliminated. You won't find a quicker method of pay accounting than the MANICOPY or a more efficient one, because it cuts error-risk to a minimum.



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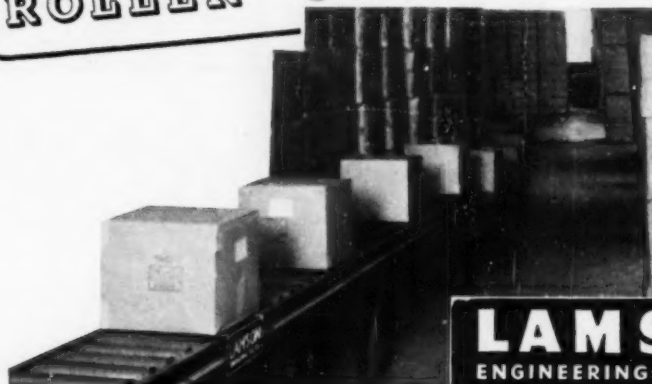
This is one of the "B" range of Milners post-war designs — a masterpiece of security. Further details of this range will be sent on request.

Choosing a safe is a difficult task—but how is one to choose? Obviously, reputation is the best and surest guide. Here the name of Milners is pre-eminent. For over 100 years Milners—largest safe-makers in the Empire—have built safes and strong-rooms for nearly every world-famous concern, and Milners safes are to be found in every quarter of the globe. Thousands of owners have sent glowing testimonials, telling how Milners safes have protected books, money, bullion, and valuables of all kinds from fire, theft, air attack, and every conceivable misfortune. Whether it's a specially constructed strong-room to protect a fortune, or whether it's a small safe to take care of personal treasures, you can be sure that you've made the wisest choice when you specify "Milners".

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Type H.17. Lift capacity 17,000 lbs. to height of 8'6"



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WINGROVE & ROGERS LTD.

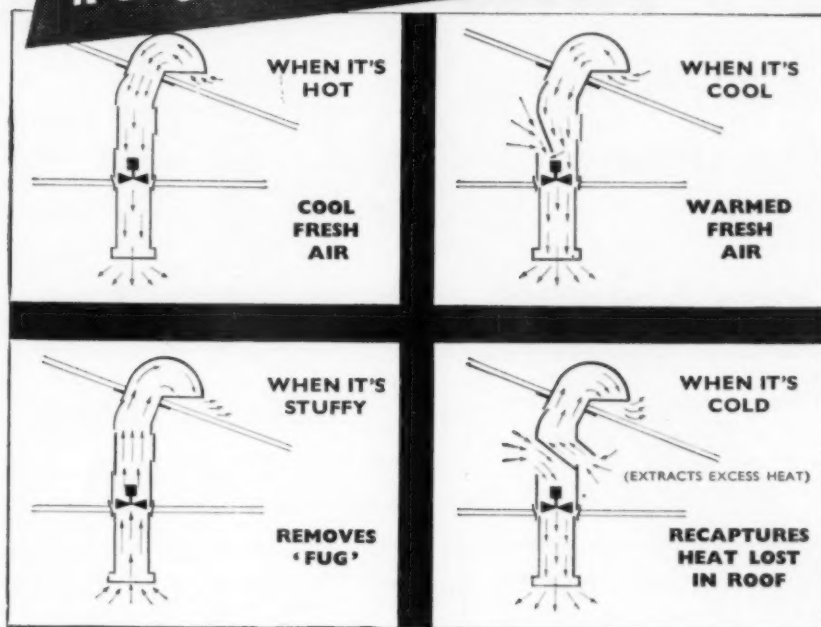
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A FOUR PURPOSE VENTILATOR FOR THE FOUR SEASONS. Handles 100,000 cu. ft. of air per hour. Fitted with multi-directional air flow projector. EASILY INSTALLED WITHOUT SKILLED LABOUR IN ANY TYPE OF BUILDING. Write for Technical Data M119, COLT VENTILATION LTD., SURBITON, SURREY. ELMbridge 6511 (5 lines).



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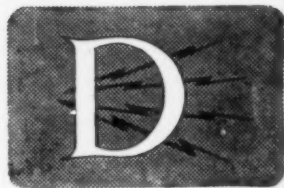


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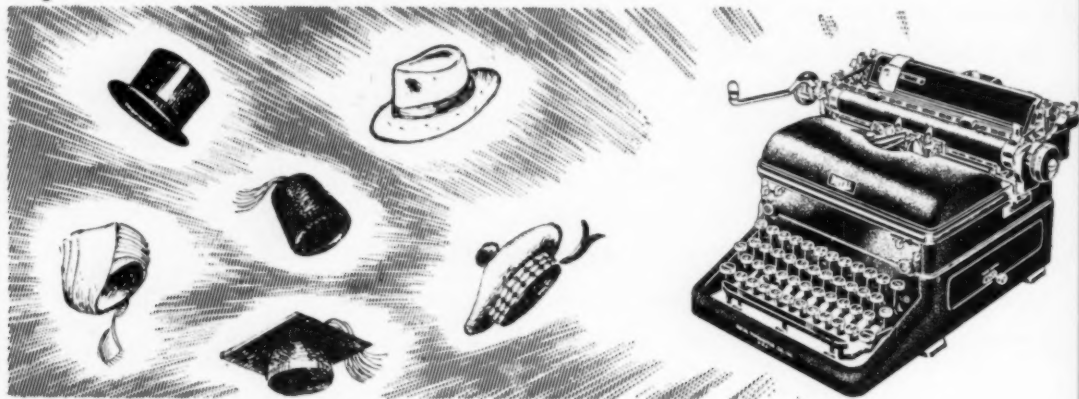
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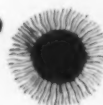


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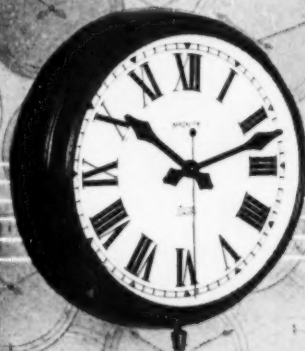
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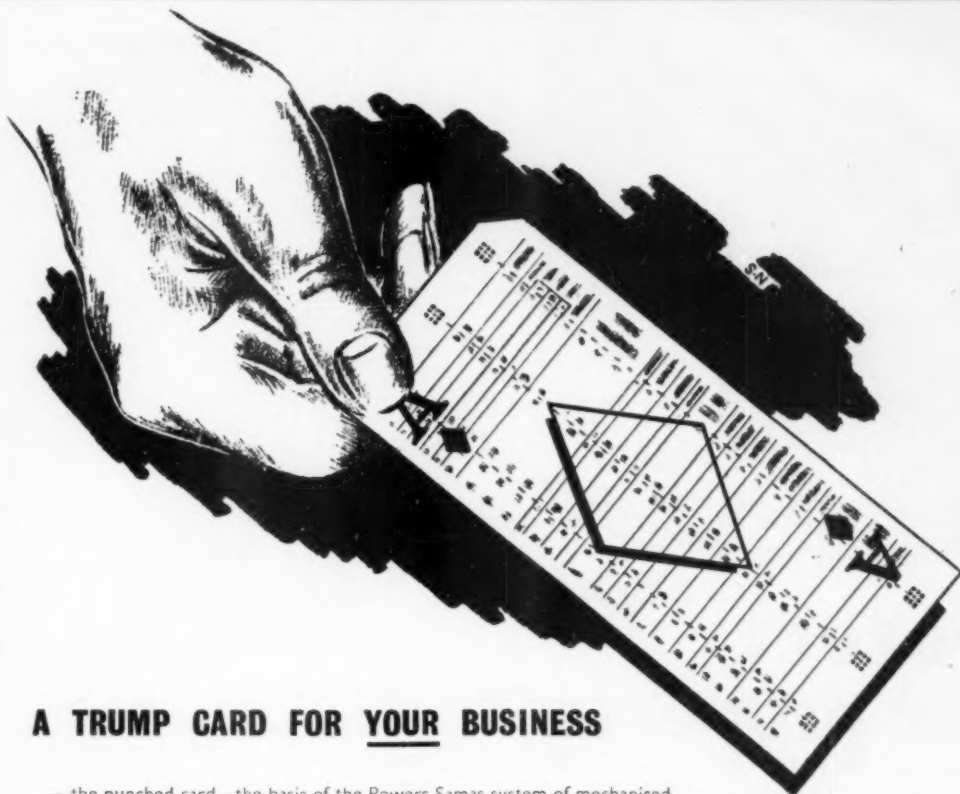
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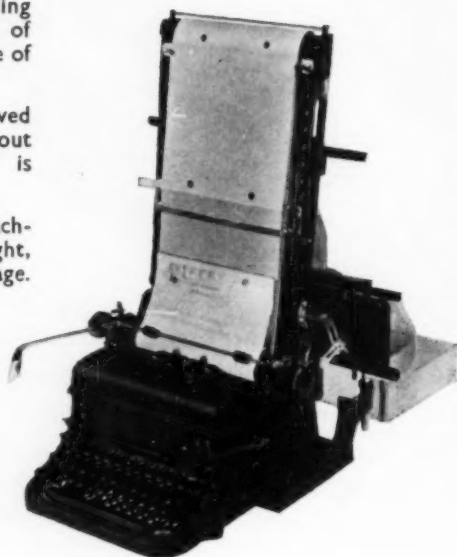
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BUSINESS

The Journal of Management in Industry

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COVER PHOTOGRAPH: The cover shows gyroscopes being tested in the testing room at the Brentford works of the Sperry Gyroscope Co. Ltd.

BUSINESS, Vol. 50, No. 2 (incorporating "The Magazine of Commerce," "Modern Business," "System," "Business Organisation and Management"). Published monthly by Business Publications Ltd., 150, Fleet Street, London, E.C.4. Tel.: Chancery 8844. Subscription Rates: 25/- a year post free in the U.K.; 30/- a year Overseas.

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The MARCH of BUSINESS

INCENTIVES FOR EXPORTERS

THE question of special incentives to exporters, now being studied by a number of organizations, is a complex problem, raising difficulties both of economics and of equity. The exporter who switches goods from profitable soft-currency markets to unprofitable dollar markets seems entitled to some subsidy. The chairman of Raleigh Industries pointed out recently that the failure to make any profit on goods exported to the United States was one of the reasons responsible for the drop in 1949 earnings. All the big motor manufacturers are finding that production and distribution costs per car exported to the United States are higher than the price that they must charge in that market if they are to maintain their sales. Similar instances of a similar nature are increasing in other industries.

But if exporters are entitled to incentives, are not manufacturers of components contained in the goods exported? And what about firms set up in the last few years specifically to produce goods hitherto imported from dollar areas, such as petroleum chemicals and carbon black?

To advance difficulties of this sort as an excuse for rejecting all suggestions for incentives, however, ignores the fact that subsidization is already inexorably on the way.

RAIL STANDARDIZATION

THE contention of the Lemon Committee that standardization would be rendered easier by nationalization is underlined by the announcement of British Railways that the types of locomotive used

by them would be reduced from about 400 to about 12, and that designs are well advanced for the first two standard types, the first of which is expected to appear in 1951.

For a number of years prior to nationalization, the railway companies had, to a smaller degree, standardized components and complete units with a view to reducing the range of spare parts and simplifying repairs and services.

In view of the immense number and comparatively long life of the units involved, the Railway Executive's programme is necessarily of a long-term nature, but will give progressive savings as it proceeds.

The general procedure to be

adopted is for preliminary designs and proposals to be prepared for the Executive member, either by appointed policy committees or by individual officers appointed for the purpose. The view of the regional officers concerned will be obtained, and, after Railway Executive approval, preparation of the final designs will be remitted to one or other of the regional officers. During this last stage, use will be made of full-size mock-ups of portions of locomotives or vehicles for examination by interested parties, such as motive power, commercial or operating representatives, or by the trade unions, before the designs are finalized.

STANDARDIZATION CRITICS

HOWEVER, the path to standardization is by no means roses all the way, and a good deal of opposition has yet to be broken down. An obvious field in which standardization must play an important part is the building supply industry. But a recent trade circular of the Distributors of Builders' Supplies Joint Council contains a "critical analysis" of the reports of the Lemon Committee and Crawford team summarized in the December issue of *BUSINESS* that is in fact a complete rebuttal of the need for standardization of any type. "Inasmuch as any standard of consumer goods discourages new initiative," says the author, "there appears to be no logical reason to limit these by establishing restrictive standards." And again, "Standardization as a policy applied to finished consumer goods is as vicious in its restrictive policy as are import restrictions."

The circular also objects that standards of finished consumers goods are "imposed from the top,"

The Romans Set our Railway Standards

"The foreman on holiday, striding along the grass-grown top of Hadrian's Wall, or picnicking with his family in its shade, may draw parallels with the past, seeing where it can give him advice and where it can show him warnings. And his work-mate the technician can smile a little as, taking out his steel rule, he measures the distance between the ruts made in the pavement of fortress gateways by Roman chariot wheels. For that is standard throughout the Roman Empire too; it is the same in Pompeii and in Timgad as it is on the Scottish Border.

And it is exactly the same as the distance between the rails of a British Railway line."

From "Success", December 1949